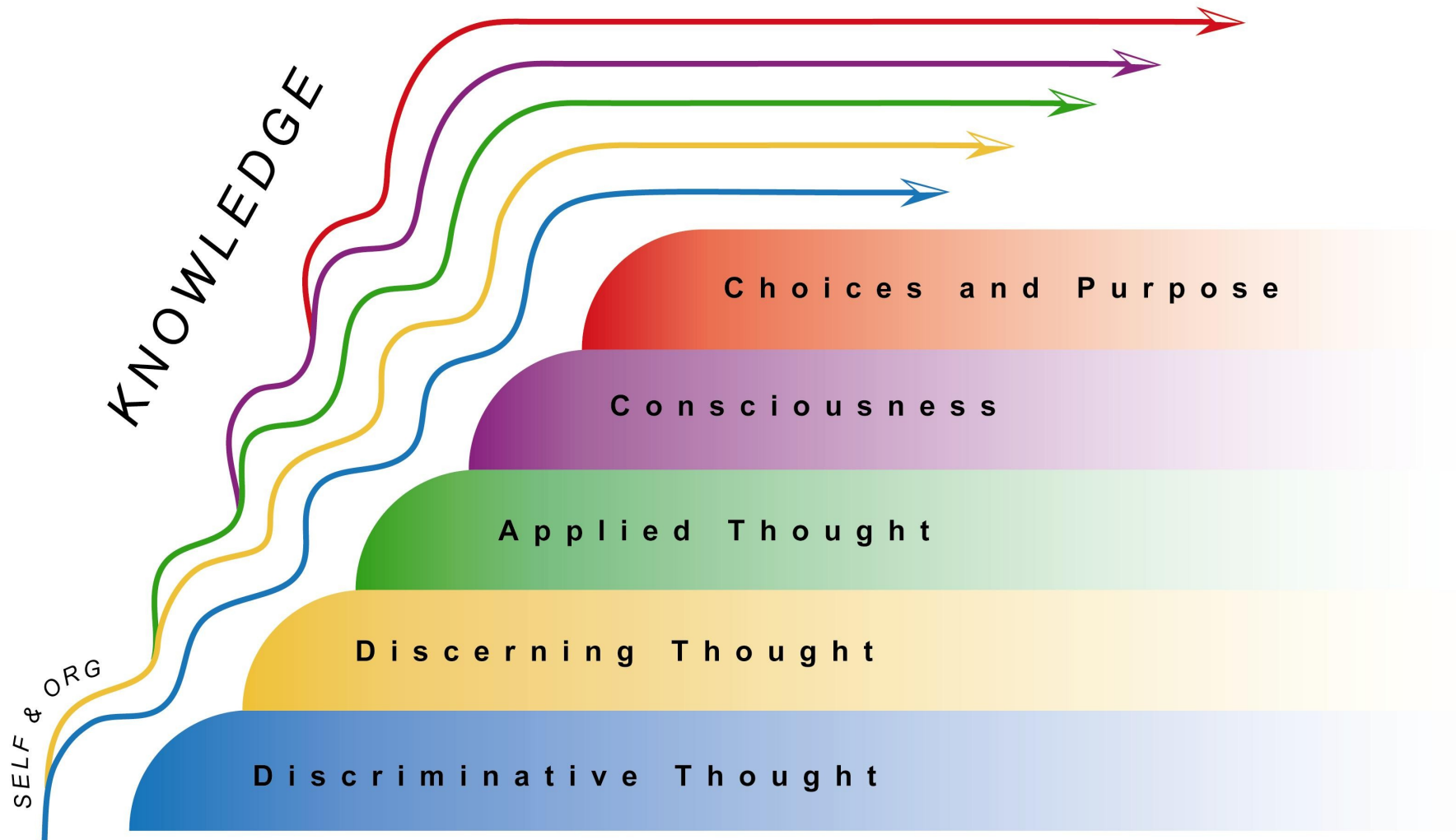




Over the KM Horizon

***On the Path to
Intelligent
Behavior***

The Path to Intelligent Behavior





Karl Wiig: What future Knowledge Management users may expect

- Systemic and explicit management of knowledge-related activities.
- Competitive battleground where knowledge and IC is the ammunition.
- New advances in KM and adoption of broad KM practices.
- Development and capture of more successful working methods and approaches – including computer based tools.

The Knowledge-Centric Organization Journey



INTRODUCTION

- KM Expert Videos
- Guided Search



Building Awareness

- New slides on KM & eB, flow, KMFair 2000, & Information Literacy



Preparing the Organization

- CKO as knowledge champion
- Knowledge roles, certification, & networks



Building Knowledge-Centric Organizations

- New tools and metrics



Tying it All Together

- Revised to reflect other changes in the CD



Building Communities of Practice

- New communities of practice information: COP CD



Brokering Knowledge

- New OPCENTERS: K-transfer, brokering, & eBusiness roles



Sustaining Knowledge-Centric Organizations

- New performance measurement tool



Case-based Reasoning

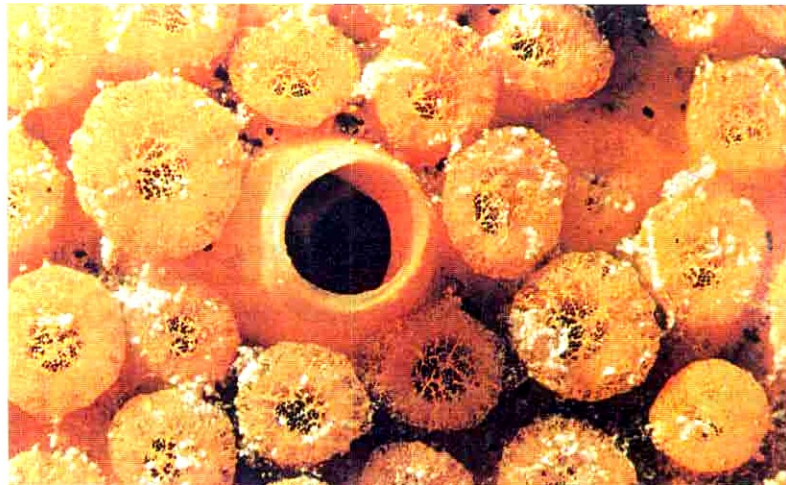
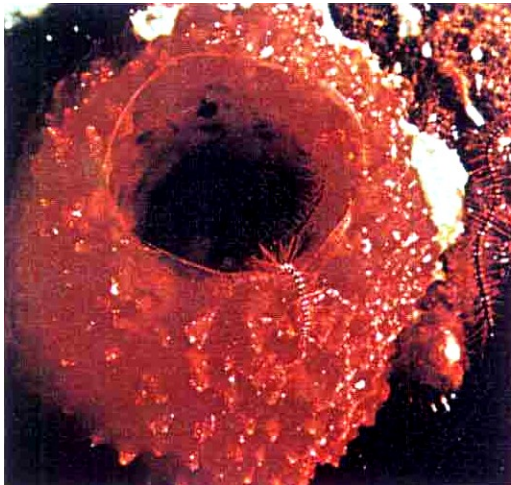
- AI solution in which current situations are matched with descriptions of past cases, and related solutions are offered.
- Combines the power of narrative with the codification of knowledge in computers.
- Grounded in commonsense premises and observations of human cognition.
- Naval Research Laboratory embedded Case-based Reasoning "Guided Search" Toolset in KCO v2.0.
- Demonstrates value of CBR to users



Permeable Boundaries

- Virtual world tears down historic understanding of organizational relationships in terms of time and space
- Blurring of boundaries between individuals / teams / communities and across organizations
- Optimization through communities, teaming, partnering, alliances
- Facilitates internal flexibility
- Increases flow of data and information

Permeable Boundaries





Selectivity

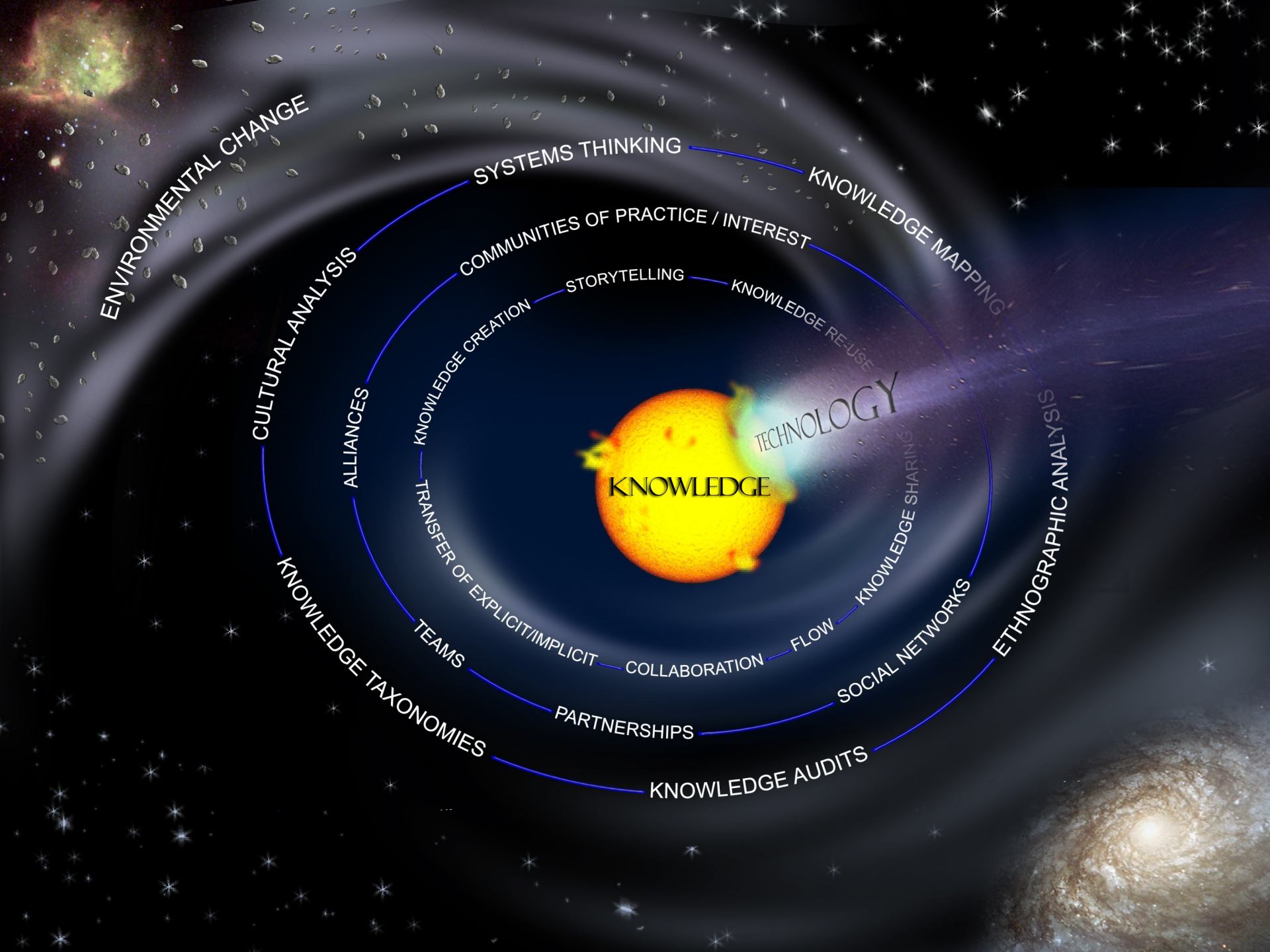
- Continuous and conscious filtering of signals
- Reduces incoming complexity
 - Role of values, shared purpose and conversations
 - Tacit knowledge often best filter
- Redundancy provides robustness, but decreases efficiency
- Feedback of successes and failures

Permeable boundaries and selectivity work hand-in-hand to meet needs and embrace opportunities while retaining the ability to select and control what makes a difference

Limits



*Each of us lives in a field of possibilities...
limiting that field offers the potential for
the creation of new thought*



ENVIRONMENTAL CHANGE

SYSTEMS THINKING

KNOWLEDGE MAPPING

COMMUNITIES OF PRACTICE / INTEREST

STORYTELLING

KNOWLEDGE RE-USE

KNOWLEDGE CREATION

TRANSFER OF EXPLICIT/IMPLICIT

COLLABORATION

FLOW

KNOWLEDGE SHARING

ETHNOGRAPHIC ANALYSIS

KNOWLEDGE AUDITS

PARTNERSHIPS

SOCIAL NETWORKS

KNOWLEDGE TAXONOMIES

TEAMS

ALLIANCES

CULTURAL ANALYSIS



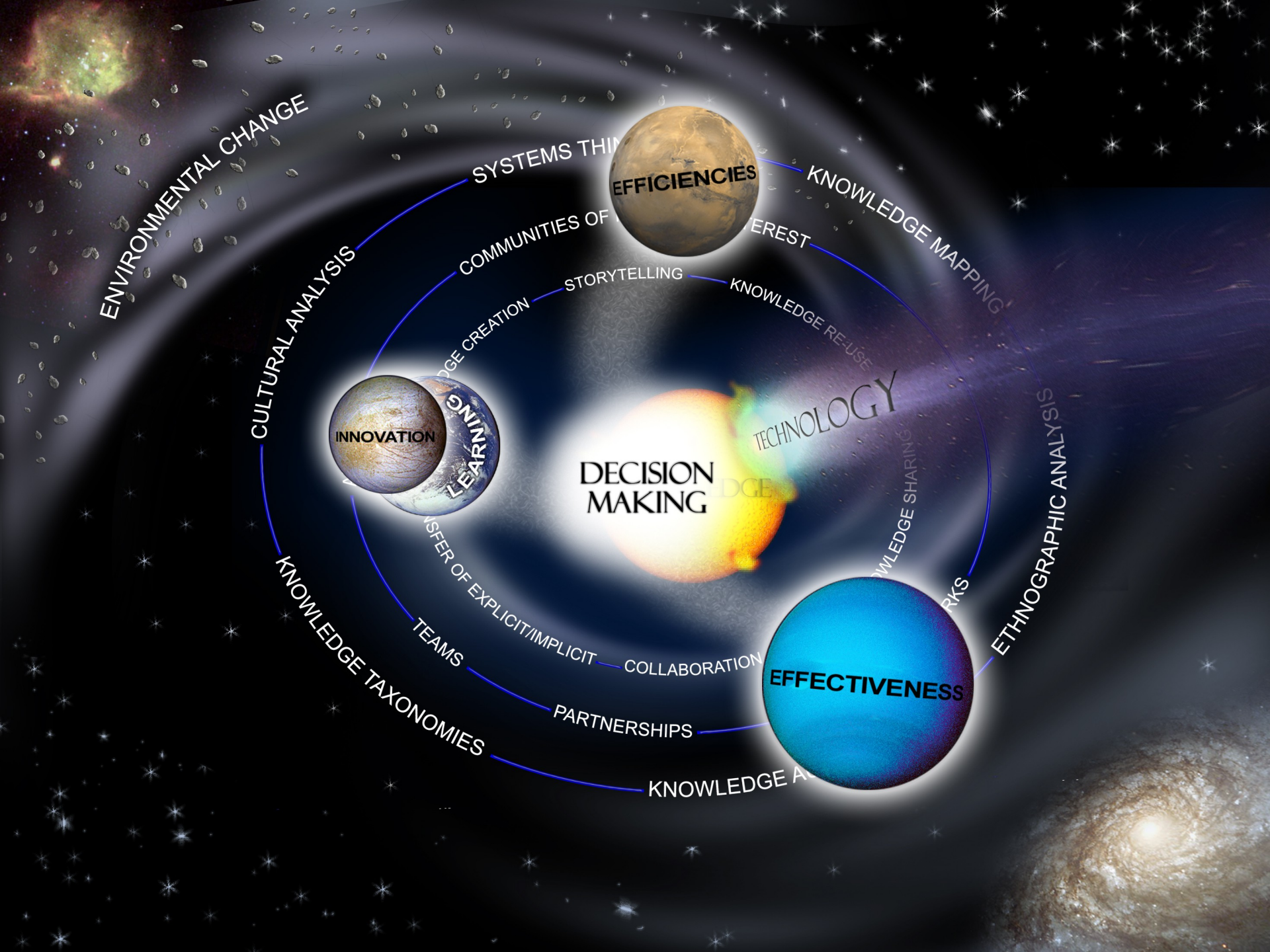
Government Learning Objectives for KM Certification

1. Have knowledge of the value added by Knowledge Management to the business proposition, including the return on investment, performance measures, and the ability to develop a business case.
2. Have knowledge of the strategies and processes to transfer explicit and tacit knowledge across time, space and organizational boundaries, including retrieval of critical archived information. This transfer has a spiraling nature, i.e., ideas build on ideas, and old ideas may or may not be of current value.
3. Have knowledge of state-of-the-art and evolving technology solutions that promote KM, including portals and collaborative and distributed learning technologies.
4. Have knowledge of and the ability to facilitate knowledge creation, sharing and reuse. This includes developing partnerships and alliances, designing creative knowledge spaces, and using incentive structures.
5. Have knowledge of learning styles and behaviors, strive for continuous improvement and be actively engaged in exploring new ideas and concepts.
6. Have working knowledge of state-of-the-art research and implementation strategies for knowledge management, information management, document and records management and data management. This includes project management of knowledge initiatives and retrieval of critical archived information.



Government Learning Objectives for KM Certification

7. Have understanding of the global and economic importance of developing knowledge-based organizations to meet the challenges of the knowledge era.
8. Have the ability to use systems thinking in implementing solutions.
9. Have the ability to design, develop and sustain communities of interest and practice.
10. Have the ability to design, develop and sustain the flow of knowledge. This includes understanding the breakthrough skills needed to leverage virtual teamwork and the effective use of social networks.
11. Have the ability to perform cultural and ethnographic analyses, develop knowledge taxonomies, facilitate knowledge audits, and perform knowledge mapping and needs assessments.
12. Have the ability to capture, evaluate and use best-known practices, including the use of storytelling to transfer these best practices.
13. Have the ability to manage change and complex knowledge initiatives and projects.
14. Have the ability to identify customers and stakeholders and tie organizational goals to the needs and requirements of those customers and stakeholders.



ENVIRONMENTAL CHANGE

SYSTEMS THINKING

EFFICIENCIES

KNOWLEDGE MAPPING

INTEREST

KNOWLEDGE RE-USE

STORYTELLING

COMMUNITIES OF PRACTICE

KNOWLEDGE CREATION

INNOVATION
LEARNING

CULTURAL ANALYSIS

DECISION
MAKING

TECHNOLOGY

KNOWLEDGE SHARING

ETHNOGRAPHIC ANALYSIS

MARKS

EFFECTIVENESS

KNOWLEDGE A...

PARTNERSHIPS

COLLABORATION

TEAMS

TRANSFER OF EXPLICIT/IMPLICIT

KNOWLEDGE TAXONOMIES



Flow



Dwellers by the sea cannot fail to be impressed
by the sight of its ceaseless ebb and flow ...
[and] trace a subtle relation, a secret harmony,
between its tides and the life of man.

- *Sir James*

Frazer



Carrier Air Wing Eleven

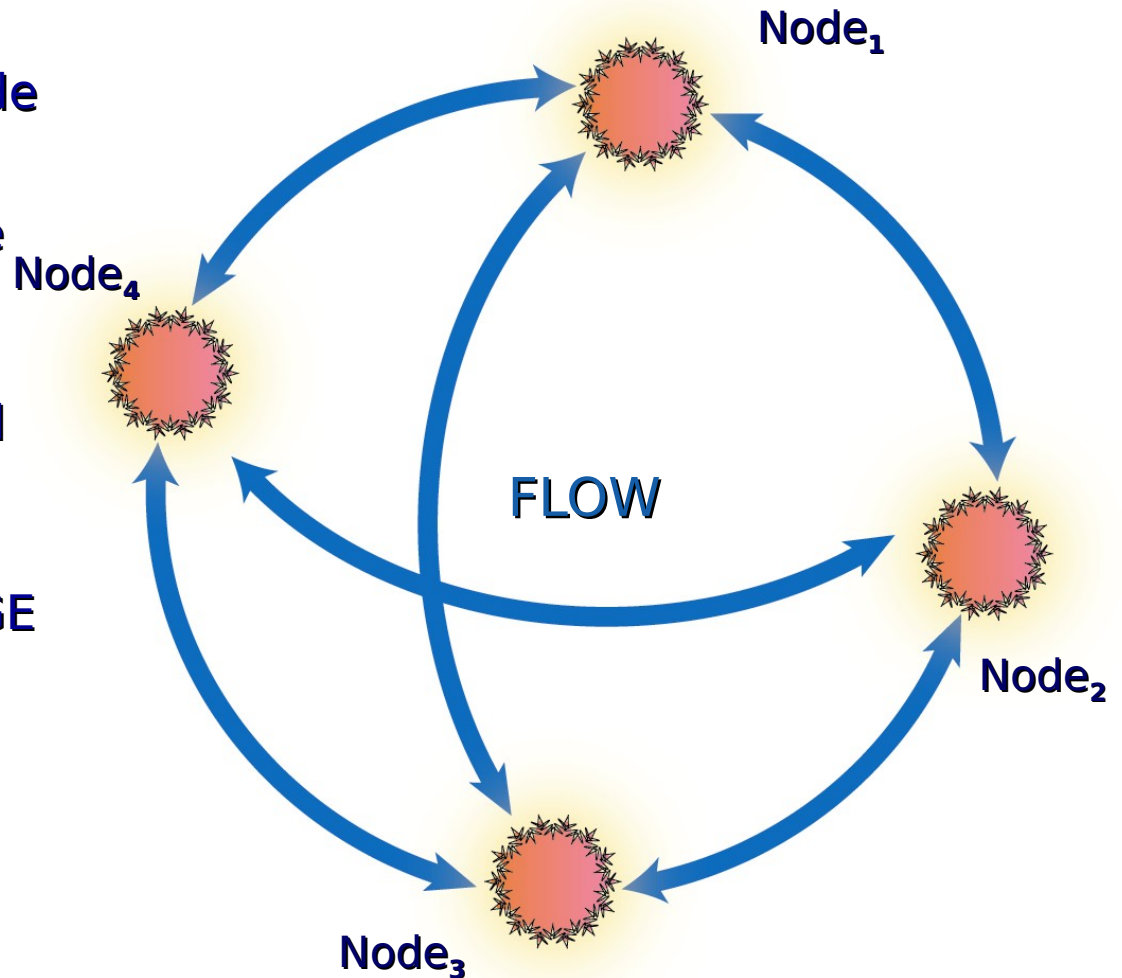




From our warfighter:

- In a dynamic environment, managing flow of your assets is the key to managing change. Knowledge is an asset.
- A good plan is the cornerstone of managing knowledge flow.
- Focus on the flow rather than location. Where your knowledge is, is not as important as where your knowledge is going.
- Good communications facilitate flow.
- Knowledge flow depends on brevity. When it comes to information, less is more. Transferring knowledge efficiently means maximum meaning in minimum words.
- Good flow and timely decisions go hand in hand. Each enables the other.
- Poor flow is self-defeating. At its worst, it will cause an organization to kill its own knowledge.
(and, of course, the old fighter's mantra)
- When in a fight, speed is life ... more is better.

- Knowledge Centers provide the Nodes for exchange
- Networks enable effective linking or networking
- Relationships facilitate sharing, collaboration and attention
- BUT THE BOTTOM LINE IS THE FLOW OF KNOWLEDGE ARTIFACTS ACROSS THE SYSTEM



*Network Centric Warfare is more about networking
than networks*

- Network Centric Warfare,
C4ISR Cooperative Research Program



The DON Enterprise Portal

The enterprise portal will:

- Provide “one stop shopping” for information and applications across the DON
- Provide a universal web interface
- Enable integrated knowledge management and best eBusiness Practices providing efficiencies to the workforce
- Promote enterprise-wide process re-engineering
- Result in cost avoidance by eliminating redundant applications and supporting infrastructures
- Facilitate single PKI certified sign-on and security of legacy applications
- Empower personnel at all levels in the organization
- Support content delivery to multiple devices; cell phones, PDA, remote access, network, etc.
- Support retention



Quality of Life Benefits

What's the value if our workforce could...

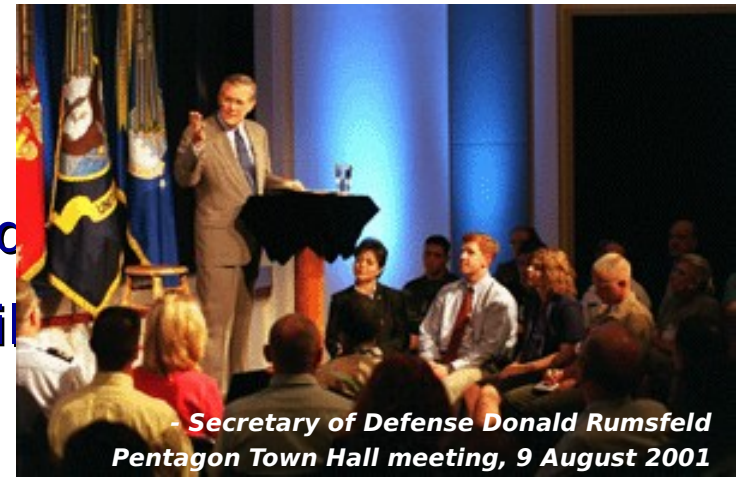
- Access technical manuals, maintenance schedules, and live expert assistance for operational readiness problems 24/7
- Automatically receive or access on demand targeted open source intelligence and official updates for their operational areas
- Leaders and managers had access to structured information and reports on their desktops instead of resorting to constant data calls
- Register for medical & dental appointments, housing, child care, DOD schools, community activities, etc. through an Enterprise Portal
- Conduct all command check-in/check-out procedures without standing in lines (e.g. register their vehicle once online instead of each time they PCS)
- Execute wills, powers of attorney, and other pre-deployment checklist requirements
- Search every database in the DON for authoritative information with a single inquiry



From Convergence . . . The Power of Emergence

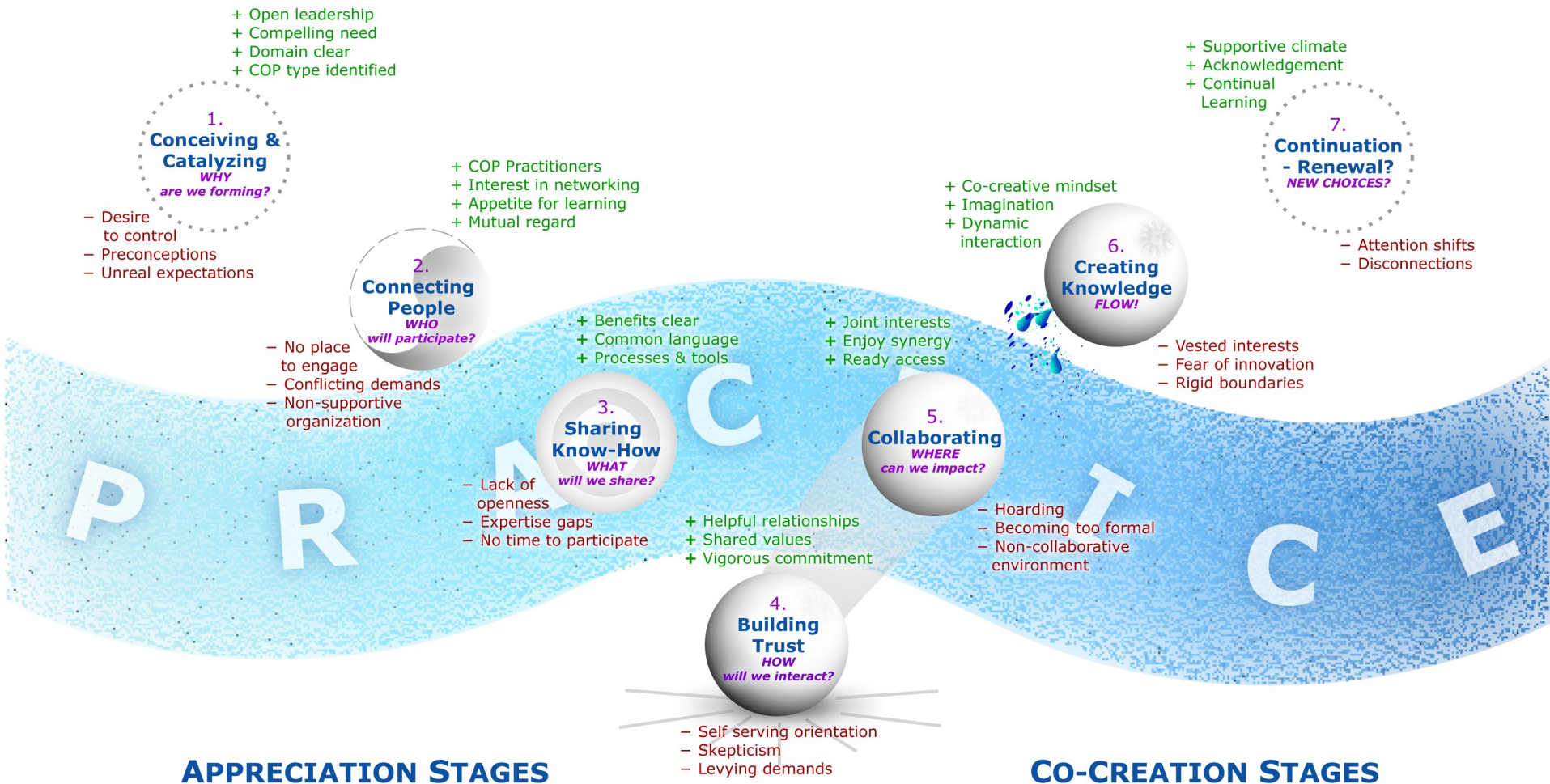


- “The two truly transforming things, conceivably, might be in information technology and information operation and networking and connecting things in ways that they function totally differently than they had previously. And if that’s possible, what I just said, that possibly the single-most transforming thing in our force will not be a weapon system, but a set of interconnections and a substantially enhanced capability because of that awareness.”



- Secretary of Defense Donald Rumsfeld
Pentagon Town Hall meeting, 9 August 2001

Communities of Practice Development Model





CoP Toolkit

The screenshot shows the Cport website interface. The header includes the word "Cport" in a stylized font and "DEPARTMENT OF THE NAVY" in a smaller font. The main content area features a large blue background with the word "Cport" in a large, stylized font, and an illustration of a small island with palm trees and several sailboats on the water. A sidebar on the left contains a list of navigation links and a search bar. The footer includes the text "BUILDING COMMUNITIES OF PRACTICE" and "CREATING VALUE THROUGH KNOWLEDGE COMMUNITIES a practitioner's guide v1.0".

Cport

DEPARTMENT OF THE NAVY

- Welcome
- About This Guide
- Introduction
- Why CoP's
- Relationships
- Development Model
- Laying Groundwork
- Building CoPs
- ABCs for CoP Quick Start
- Knowledge Centers
- Facilitating Flow
- CoP Tools
- Resources

Enter Search

home

Cport

BUILDING COMMUNITIES OF PRACTICE
CREATING VALUE THROUGH KNOWLEDGE COMMUNITIES
a practitioner's guide v1.0



NAVFAC Core Competencies & Community Management



Integration

- PROJECT MANAGEMENT
- FINANCIAL MANAGEMENT
- CLIENT LIAISON
- CONSULTING
- CONTRACTING

Engineering

- DESIGN
- CONSTRUCTION
- PUBLIC WORKS
- ENVIRONMENTAL
- CRANES
- RESEARCH & TECH DEV
- OCEAN ENGINEERING

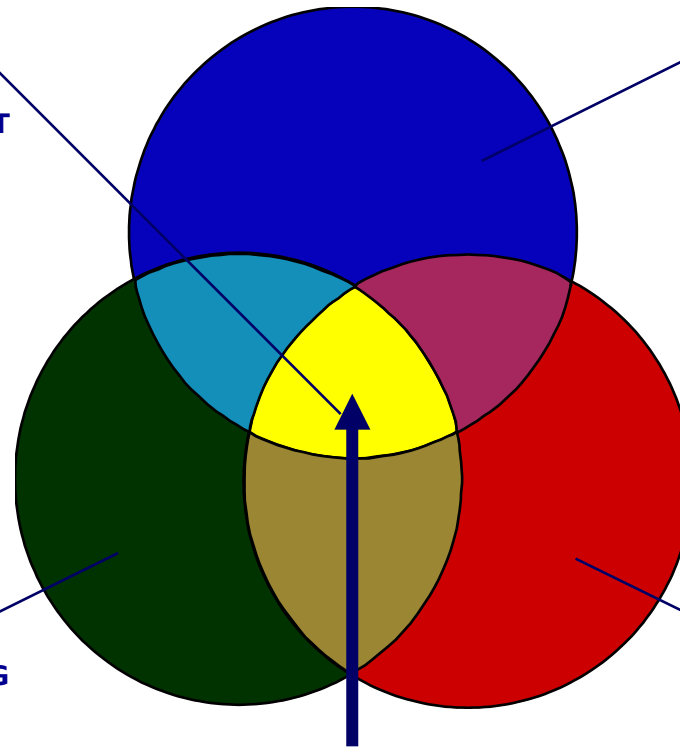
Base

Development

- GLOBAL ASHORE PLANNING
- REGIONAL PLANNING
- PROJECT DEVELOPMENT
- ENVIRONMENTAL PLANNING
- REAL ESTATE

Acquisition

- MILCON
- ERN
- BRAC
- NAVY HOUSING
- SEABEE SUPPORT
- BASE OPERATIONS SUPPORT



**Customer
interface & synergy
area ⇌ The E-NET**



31 Knowledge Centers

Practitioners, Experts & Interest Groups:

Technical Discipline Leader

Password & Limited Access for Practitioners

Community of Practice

Community of Interest

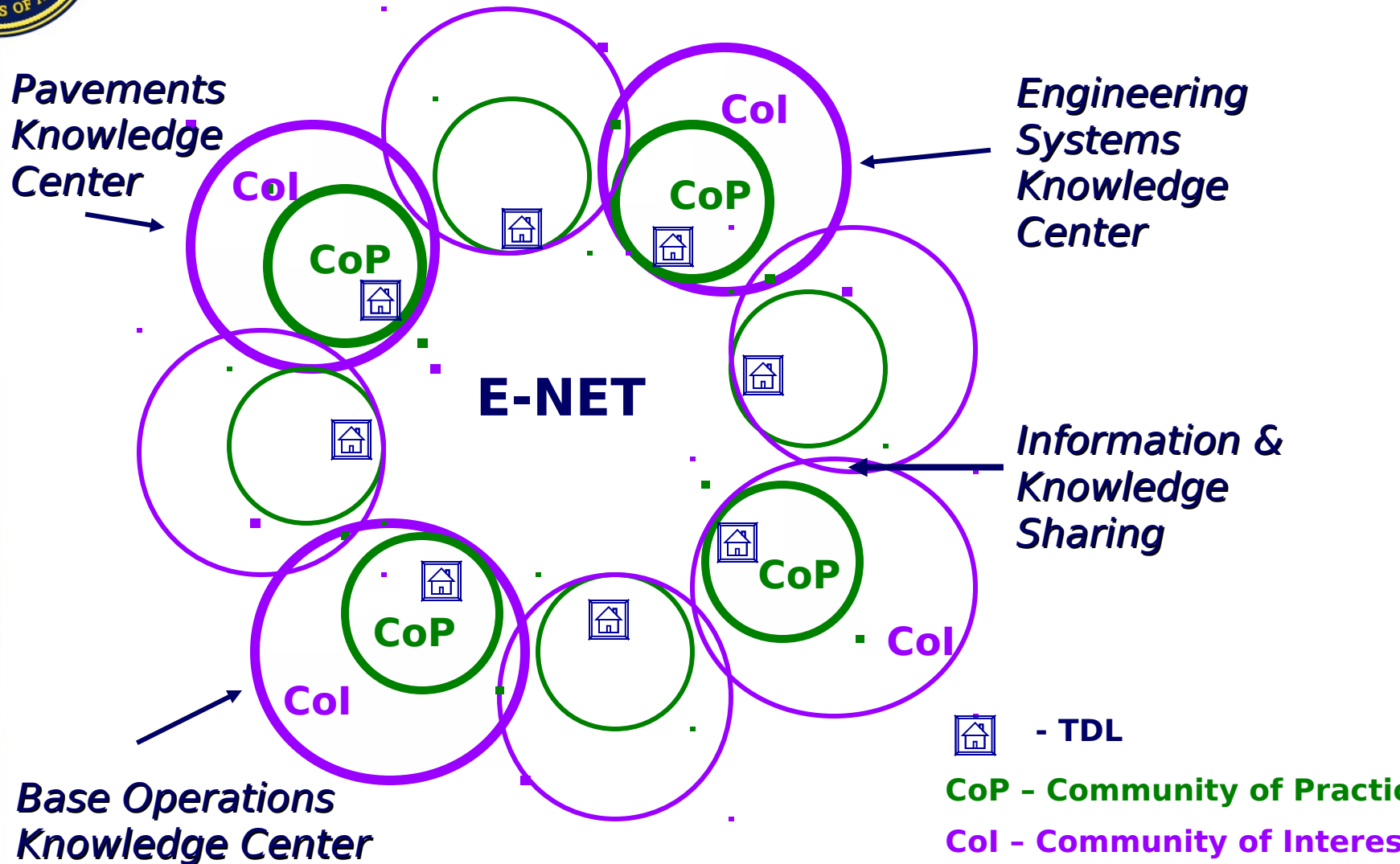
TDL Web Page Quick Access for Customers Monitors Access into Col

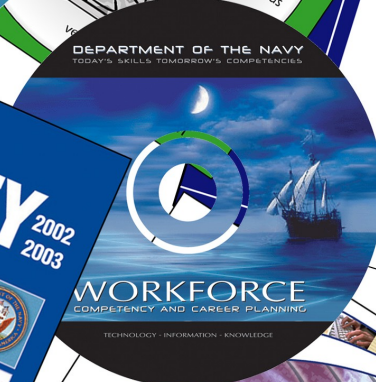
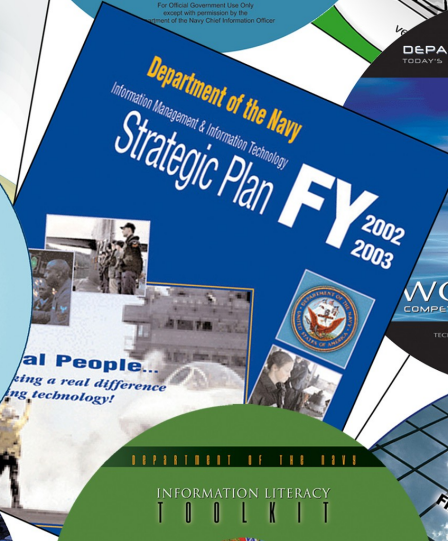
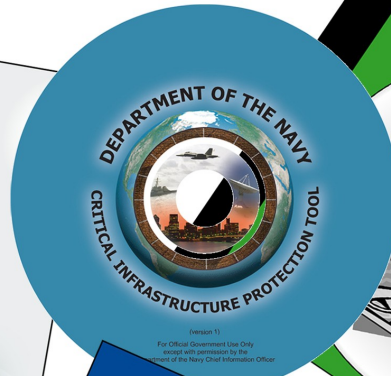
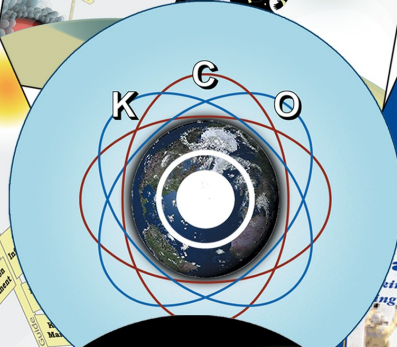
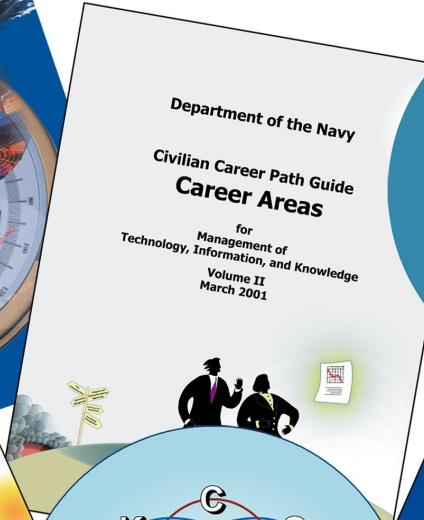
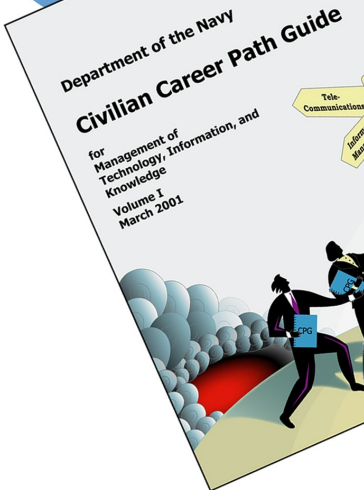
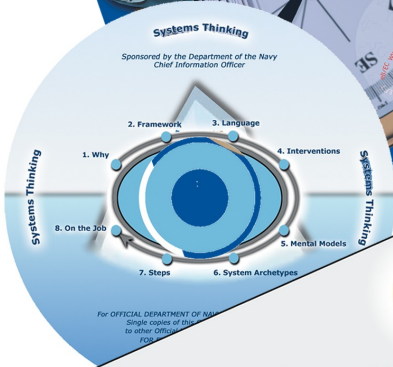
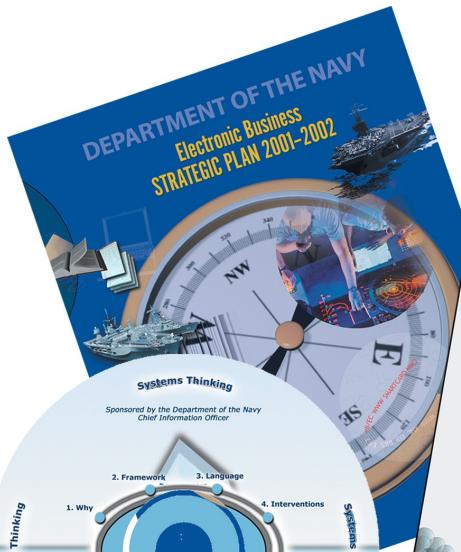
Content -TDL Web Page:

- **Threads**
- **Documents**
- **POCs**
- **News**
- **References**

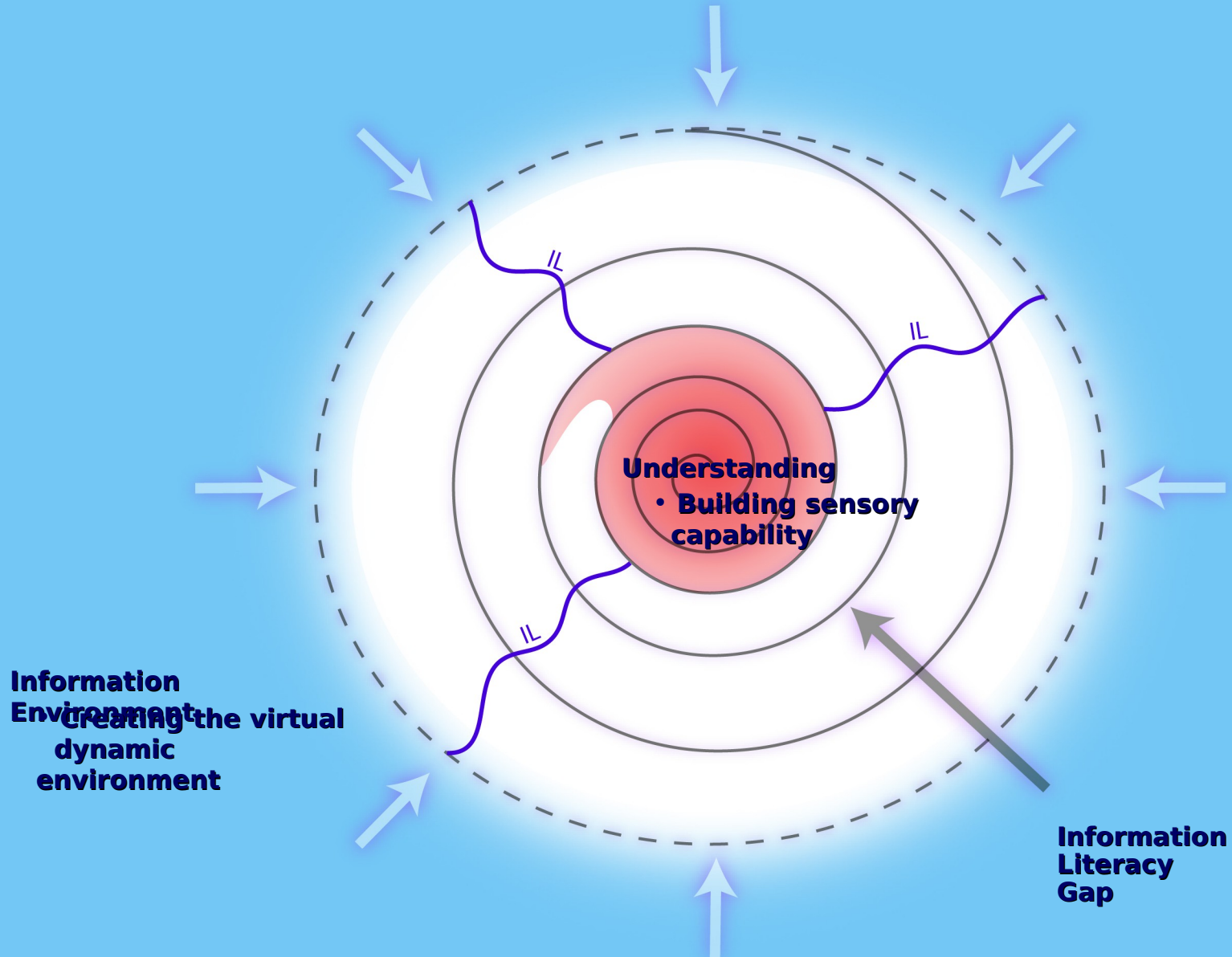


The NAVFAC E-NET





The Access Issue



Information Literacy Toolkit

Content

Self Assessment Tool

Can you:

- Validate info?
- Ensure privacy?
- Use the deep web?

Tutorial

- Internet Primer
- Selecting, Searching, Evaluating & Using info
- Info Ethics

Finding Info On-Line

- Military / Naval
- Metatools
- Links
- Newsgroups

FAQs

Glossary

- IM/IT/KM terms
- Computer literacy

Virtual Communications

- Why
- Who
- Where
- What
- How

Knowing

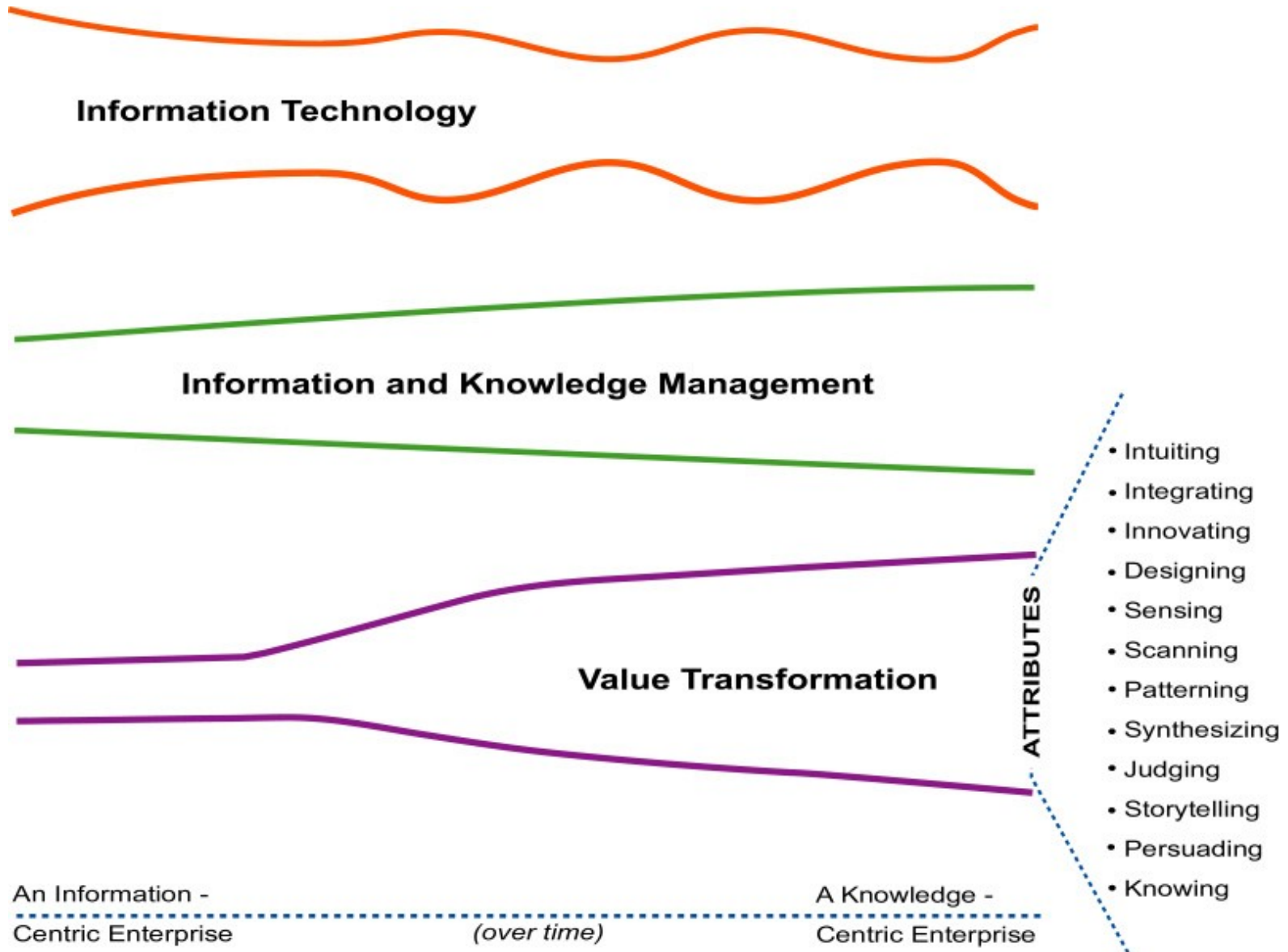
- Observing/Perceiving
- Cognitive Processing
- Self as Agent of Change

KNOWING is seeing beyond images; hearing beyond words, and sensing beyond appearances.

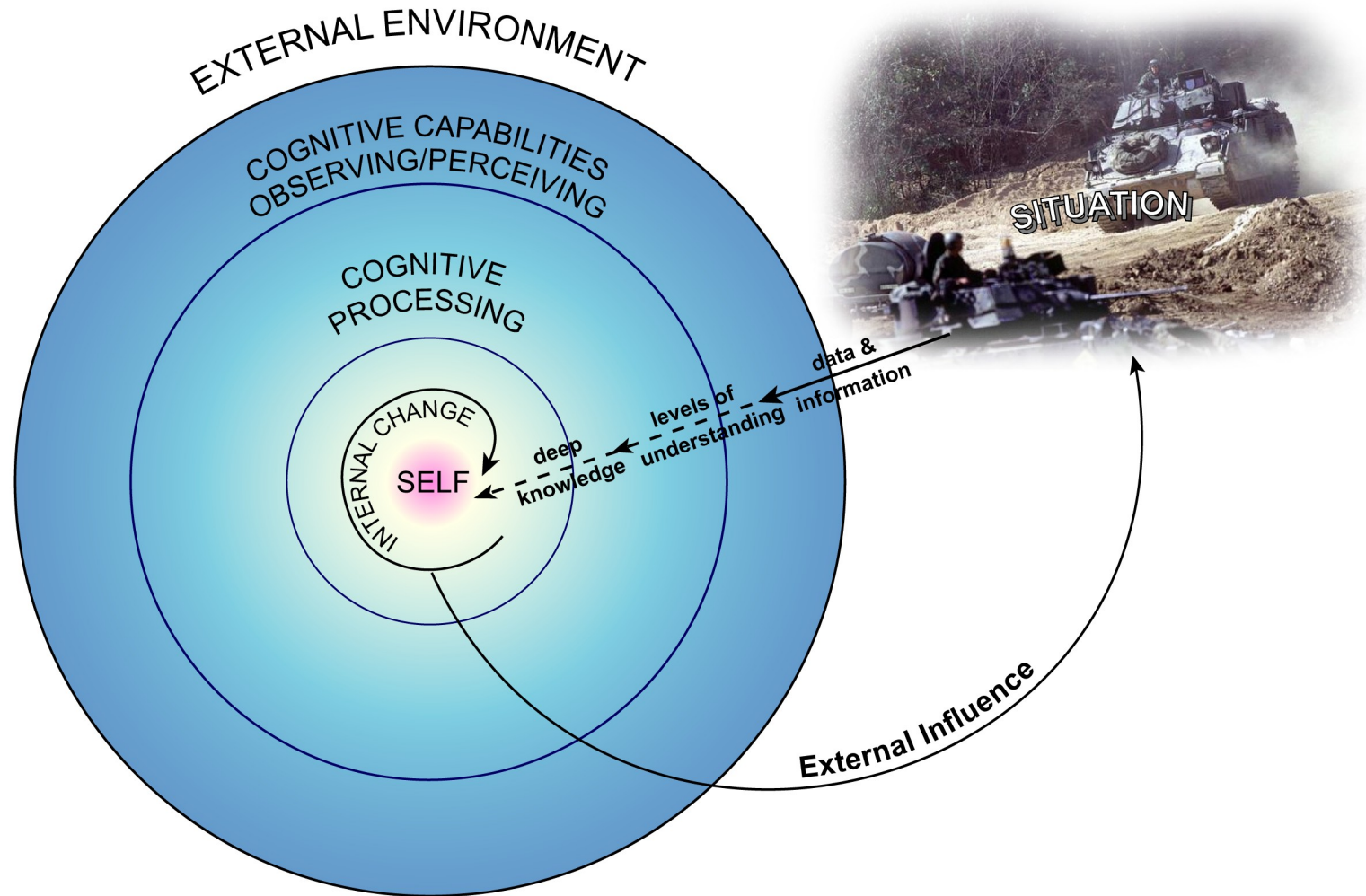
So it is said that if you know others and know yourself, you will not be imperiled in a hundred battles; if you do not know others but know yourself, you win one and lose one; if you do not know others and do not know yourself, you will be imperiled in every single battle.

– Sun Tzu, The Art of War

Systemic change driven by Knowledge Economy

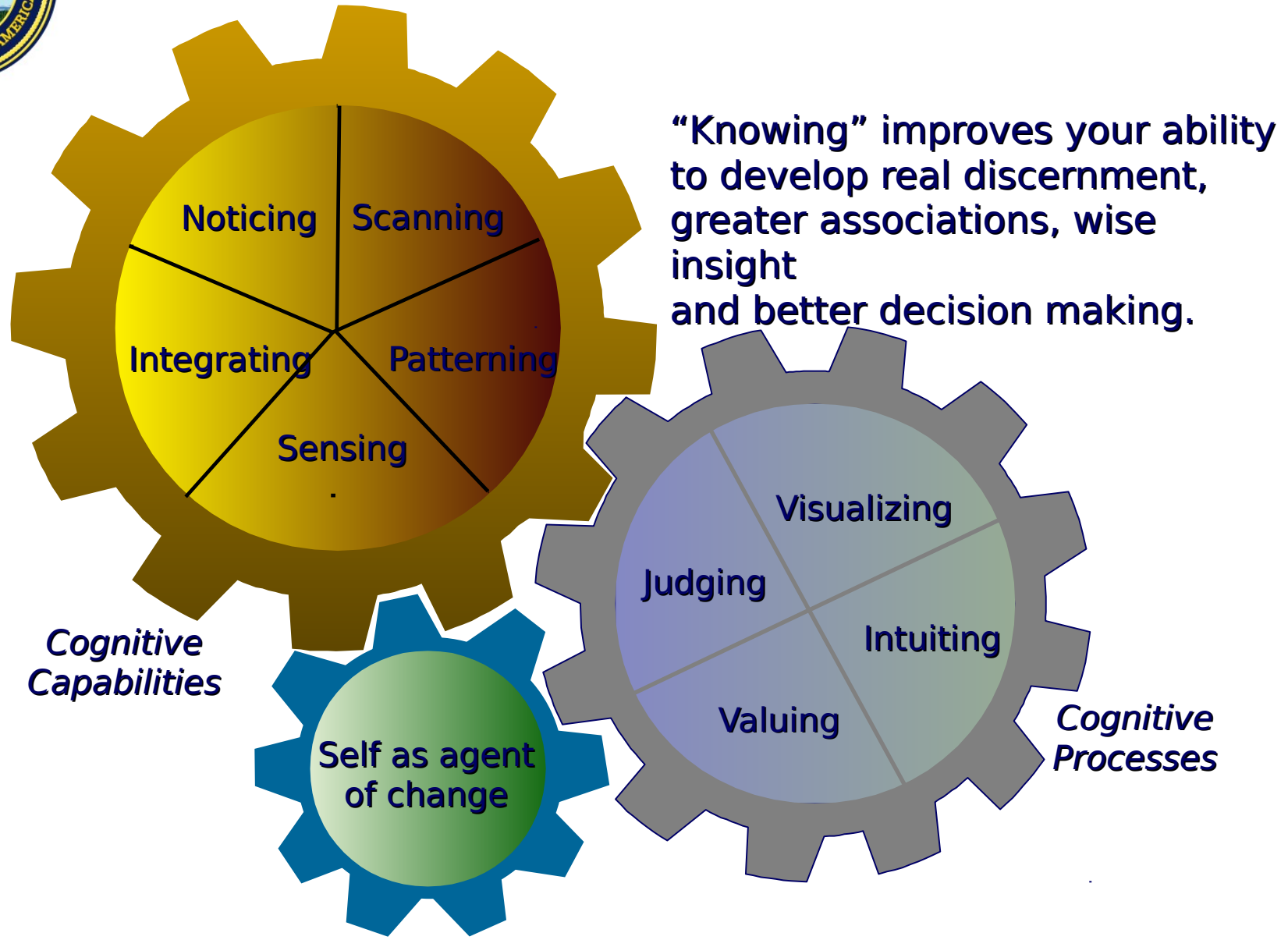


Developing the Concept of Knowing





Knowing 2000





People are the real intelligent agents, those that see and act on new opportunities that really are creations of the mind.

- Karl Wiig.